

NC Department of Justice

Information Technology Plan

For 2015-2017 Biennium



By

G. Scott Glawson, CIO

NC Department of Justice

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1 INTRODUCTION

1.1 PURPOSE

The purpose of this document is to provide agency data for the Information Technology Plan for the 2015-2017 Biennium to the North Carolina State Chief Information Officer (SCIO) as required by G.S. 147-33.72B. The statute mandates that each agency submit a technology plan to the SCIO by October 1 of each even-numbered year.

2 NC DEPARTMENT OF JUSTICE - IT PLAN EXECUTIVE SUMMARY

This document presents the strategic technology plan for the NC Department of Justice. The purpose of this plan is to provide a “roadmap” for the projects and initiatives to be considered and potentially implemented by the Department and the Information Technology Division to deliver services that support the strategic mission and goals set forth by the NC Department of Justice (DOJ) and the statewide technology goals and objectives set forth by the Office of Information Technology Services (ITS).

Issues that are vitally important to the Attorney General (AG) include training of NC law enforcement, providing legal services to the state of NC and its agencies, providing support services for victims of crimes, protection of citizens as consumers and providing laboratory services for citizens across the State. The Department of Justice is a citizen-centric agency, focused on the needs of citizens as a primary consumer of our services.

This IT plan is a roadmap that matches the IT projects and initiatives with the goals and objectives of the agency. Section 6 summarizes the goals, enabling strategies and the supporting IT initiatives while section 7 describes each goal, strategy and initiative in more detail.

Session Law 2014-100 transferred the NC State Bureau of Investigation and the Private Protection Services section of the Training and Standards Division to the Department of Public Safety as of July 1, 2014. This transfer also included forty-nine out of the seventy-four employees from the IT Division; a 66% reduction in staff. Coupled with this transfer was also an additional \$1.5M budget cut for the Department as a whole. This large reduction in IT resources along with the mandated budget cuts the Department has experienced will scale back previously planned new projects in the coming biennium. Most measures we will undertake will be aimed at operational efficiencies and customer service.

3 GUIDANCE

3.1 SCIO GUIDANCE

IT Vision

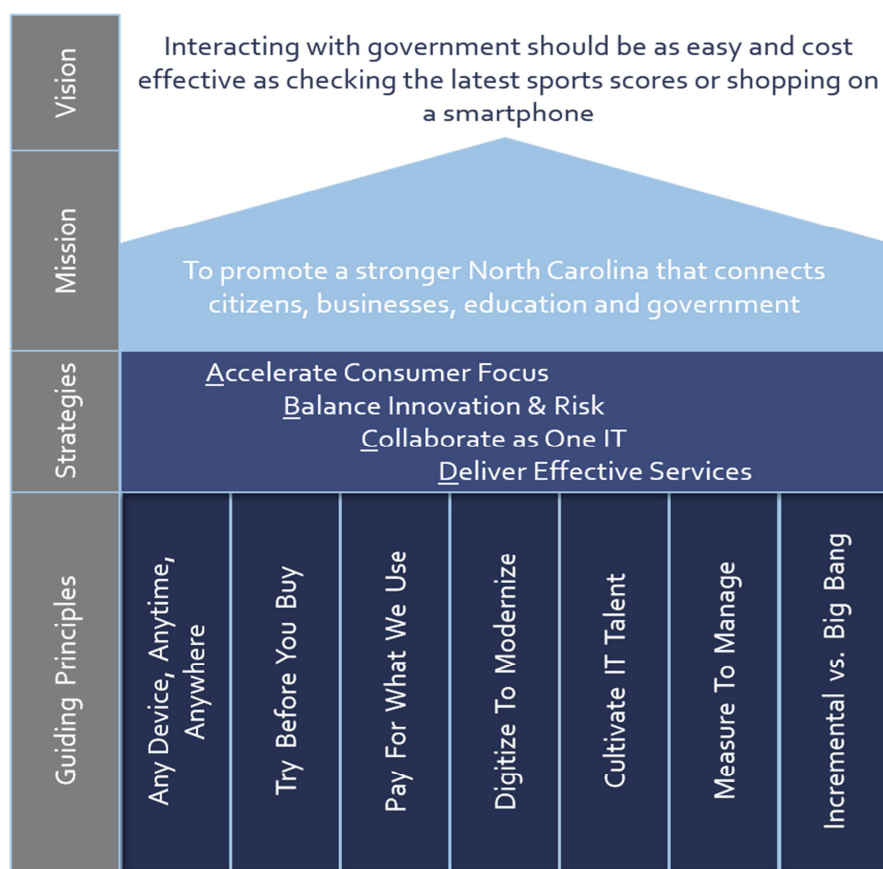
Making government services more accessible and efficient for all consumers is the foundation of the One IT strategy.

IT Mission

Promoting a stronger North Carolina that connects citizens, businesses, education, and government is the mission of IT.

IT Strategies

Strategies focus organizations to achieve complicated goals or objectives. With an eye to the future while sustaining current foundational requirements, the SCIO has adopted the “ABC” strategy to fix and modernize IT.



IT Vision, Mission, and Strategies

Strategy	Intended to:
A. Accelerate Consumer Focus	Embrace the consumerization of IT with a focus on the requirements of the consumer of technology
B. Balance Innovation and Risk	Try newer technologies while managing enterprise risk
C. Collaborate as One IT	Work as a team to accomplish our mission
D. Deliver Effective Operations	Focus on achieving business outcomes through effective and efficient technology delivery

In addition to the seven guiding principles outlined above, the SCIO’s [Cabinet Unite IT Strategy](#) focuses strongly on collaborative IT governance, big data and analytics (to include, but not limited to, work with GDAC and GIS), IT operations, and innovation.

The table below outlines the six IT business capabilities and five IT organizational capabilities highlighted in the Cabinet Unite IT Strategy.

Business Capabilities	Organizational Capabilities
Digital Focus	Collaborative IT Governance
Big Data and Analytics	Strategic Planning and Architecture
Enterprise Resource Planning	IT Program and Project Management
Application and Service Modernization	Innovation
Risk Management and Security	Talent Development and Management
IT Operations	

4 AGENCY MISSION AND GOALS

4.1 MISSION

The North Carolina Department of Justice provides responsive, cost effective, and critical legal, forensic science, and consumer protection services to state agencies, local governments, and citizens of North Carolina.

4.2 AGENCY GOALS

This planning document is part of a larger planning process that ensures the goals for the Attorney General are met. The Attorney General's goals are as follows:

1. Strengthen law enforcement by providing quality training and setting the highest of professional standards.
2. Protecting consumers and providing them with sound information to disarm scam attempts and to protect them from predatory or criminal activity
3. Apprehending predators and arming the public with as much information as possible to protect them from predatory or criminal activity
4. Striving to enhance the work flow of employees, improve processes and maintain a sound secure infrastructure within the Department that will allow employees to use their time efficiently so they may accomplish the goals of the Department.

5 IT VISION, MISSION, AND VALUES

5.1 IT VISION

The vision for Information Technology at the Department of Justice is to provide for an environment that integrates technology into the fabric of the Department and provides all of the Department's constituents with the information, tools, and services they need, when and where they need them, to accomplish their business goals.

Our new information age is motivating criminal justice agencies to provide staff and citizens access to vast amounts of networked information with integrated, meaningful views such as mobile, to help make better decisions and facilitate the ever changing environment. At the Department of Justice, the importance of technology in the criminal justice environment and its business operations continues to grow steadily, but must be managed to ensure that the choices made are reflective of the Department's mission, priorities, budget and long term goals.

5.2 IT MISSION

The mission of the Information Technology Division is to provide reliable, secure and easily accessible information resources and services that empower our customers and staff to make better informed decisions by focusing on their needs and the delivery of cost-effective services.

5.3 IT VALUES

To support this mission, the Information Technology Division utilizes the following set of principles and values in delivering our services and developing our strategic and tactical plans for the Department. These guiding principles will act as a compass to the Division in its overall approach for delivering services and "best value" to the Department and our customers.

Customer Focused – Focus on customer service above all other priorities. Utilize customer feedback to develop strategic direction based upon desired new services and improving existing services.

Accessible/Reliable – Require reliability and accessibility from the Department's information technology systems and services. These two values depend upon each other.

Innovation – Promote new and improved ways to solve technology problems without sacrificing other guiding principles. Think beyond perceived constraints.

Value – Implement new information services that represent value to our customers. Value requires containing costs while optimizing benefits and usefulness.

5.4 IT GOALS

1. Strengthen Law Enforcement

The Information Technology Division will plan and deliver information systems that are designed to train and strengthen law enforcement and better enable law enforcement across the State to protect the public.

2. Inform Citizens

The Information Technology Division will plan and deliver information systems that are designed to apprehend predators and arm the public with as much accurate information as possible to protect them from predatory or criminal activity and provide North Carolina consumers with sound information to disarm scam attempts.

3. Improve and Streamline

Information Technology will leverage existing emerging and innovative technologies to strive to improve processes and maintain a sound infrastructure within the Department that will allow employees to use their time efficiently to accomplish the goals of the Department.

4. Privacy and Security

The Information Technology Division will ensure the privacy, integrity, reliability and appropriate use of information resources.

6 ROADMAP

Goal	Strategies	Initiative	Description	Funding Mechanism
GOAL 1: Strengthen Law Enforcement The Information Technology Division will plan and deliver information systems that are designed to train and strengthen law enforcement and better enable law enforcement across the State to protect the public.	Strategy 1.1: Improve the quality, tracking and access to training for law enforcement across the State	Initiative 1.1.1	Implement Campus Portal for NC Justice Academies	Internal
		Initiative 1.1.2		
	Strategy 1.2: Provide Law Enforcement with higher quality Information	Initiative 1.2.1	CJ Standards and Sheriff Standards	Internal
		Initiative 1.2.2		
GOAL 2: Inform Citizens The Information Technology Division will plan and deliver information systems that are designed to apprehend predators and arm the public with as much accurate information as possible to protect them from predatory or criminal activity and provide North Carolina consumers with sound information to disarm scam attempts.	Strategy 2.1: Provide public with accurate, up-to-date information	Initiative 2.1.1	Bulk texting	Internal
		Initiative 2.1.2		
	Strategy 2.2:	Initiative 2.2.1		
		Initiative 2.2.2		

Goal	Strategies	Initiative	Description	Funding Mechanism
GOAL 3: Improve and Streamline Information Technology will leverage existing emerging and innovative technologies to strive to improve processes and maintain a sound infrastructure within the Department that will allow employees to use their time efficiently to accomplish the goals of the Department.	Strategy 3.1: Provide Innovative and Efficient Alternatives for the Department	Initiative 3.1.1	Office 365 for Government	Internal
		Initiative 3.1.2	Communication Technology Enhancements	Internal
	Strategy 3.2: Provide more efficient access to application portfolio.	Initiative 3.2.1	Public Safety Section/InfoShare Enhancement	Internal
		Initiative 3.2.2		Internal
	Strategy 3.3: Improve organizational workflows	Initiative 3.3.1	Financial Services: Litigation Billing	Internal
		Initiative 3.3.2	Collection ePortal/InfoShare Enhancement	Internal
		Initiative 3.3.3	Remote video testimony	Internal/External
GOAL 4: Privacy and Security The Information Technology Division will ensure the privacy, integrity, reliability and appropriate use of information resources.	Strategy 4.1: Incorporate best practices in regards to how systems, data, & information are accessed.	Initiative 4.1.1	Storage and archive of electronic information	Internal
		Initiative 4.1.2		

7 IT GOALS, STRATEGIES AND INITIATIVES

7.1 GOAL 1

Strengthen Law Enforcement

The Information Technology Division will plan and deliver information systems that are designed to train and strengthen law enforcement and better enable law enforcement across the State to protect the public.

7.1.1 Strategy 1

Improve the quality, tracking and access to training for law enforcement across the State

7.1.1.1 Initiative 1

Implement Campus Portal for NC Justice Academies

This project will improve the efficiency and effectiveness of the North Carolina Justice Academy through the procurement and implementation of a centralized campus management and learning management system environment. It will provide a virtual platform to provide law enforcement training for other state government organizations to all NC law enforcement officers statewide by establishing a single secure portal for these officers to access their training, transcripts, and credential information. This system would also be utilized by CJ Standards and Sheriff Standards to provide a single law enforcement training and testing portal for the NC law enforcement community.

7.1.2 Strategy 2

Provide Law Enforcement with higher quality Information

7.1.2.1 Initiative 1

Implement version two of TRACS T&S

Training Records and Certification [for] Training & Standards (TRACS T&S) is the core management and tracking system for CJ Standards and Sheriff Standards' business. TRACS T&S manages NC law enforcement officers (LEOs) credentials and in-service training requirements, to ensure all NC LEOs are properly trained and certified.

However, due to budget constraints, TRACS T&S v2 would not be possible. Open backlog to be completed on the current v1 platform. Hybrid approach with Envisage Acadis is being researched.

7.2 GOAL 2

Inform Citizens

The Information Technology Division will plan and deliver information systems that are designed to apprehend predators and arm the public with as much accurate information as possible to protect them from predatory or criminal activity and provide North Carolina consumers with sound information to disarm scam attempts.

7.2.1 Strategy 1

Provide public with accurate, up-to-date information

7.2.1.1 Initiative 1

Bulk Texting

The Human Services Department along with our Customer Services Center (CSC) is looking for a method to simultaneously broadcast critical text messages to every employee. This technology will allow the sections to send a text message to any phone that's registered whether mobile or land line. HR & CSC Personnel will have the ability to segment the text messages such that they can send only to groups that need the alerts. In addition to critical text messages, CSC will be able to notify users of system maintenance.

7.3 GOAL 3

Improve and Streamline

Information Technology will leverage existing emerging and innovative technologies to strive to improve processes and maintain a sound infrastructure within the Department that will allow employees to use their time efficiently to accomplish the goals of the Department.

7.3.1 Strategy 1

Provide Innovative and Efficient Alternatives for the Department

7.3.1.1 Initiative 1

Office 365 for Government

Office 365 for Government is a suite of cloud enabled Office products and hosted services from Microsoft Corporation that can facilitate communication and collaboration for the Department of Justice. These products offer an opportunity to increase the availability of information by enabling access for a wider array of computing devices, streamlining the software licensing cost structure, and migrating over the next two years to the hosted Exchange Online and SharePoint Online services.

7.3.1.2 Initiative 2

Communication Technology Enhancements

The communication systems that drive this technology offer enhancements in how we utilize our traditional phone, voicemail, and call conferencing systems. Voice over Internet Protocol (VoIP) is an enabling technology that enables the phone and data networks to share a unified network transport to minimize network infrastructure cost. These systems will increase productivity and provide a base platform that has future capabilities to integrate with mobile devices and desktop applications benefiting the citizens of North Carolina.

7.3.2 Strategy 2

Provide more efficient access to application portfolio.

7.3.2.1 Initiative 1

Public Safety Section/InfoShare Enhancement

In September 2013, the Department of Public Safety consolidated the Juvenile Justice Division and the Division of Adult Correction into one division named the Division of Adult Correction and Juvenile Justice. During this same timeframe, a decision was made that the Attorney General section staff who handled issues and cases related to Juvenile Justice, Crime Control, and Adult Correction, would be merged together and reconstituted as the Public Safety Section. Each of these sections previously functioned independently in handling case-specific requirements. This included requirements for preparing and tracking case assignments, deadline activities and management reports through InfoShare. Modifications to InfoShare are now required to consolidate all three sections under the newly designated Public Safety

Section. This requirement is critical so the supervising attorney can effectively manage the heavy caseload.

7.3.3 Strategy 3

Improve organizational workflows

7.3.3.1 Initiative 1

Financial Services: Litigation Billing

The Department of Justice will be looking for a way to track and chargeback any attorney, court, or related expense costs in relation to actual cases being litigated. These expenses may range from travel to specialty software for a specific case.

7.3.3.2 Initiative 2

Collection ePortal/InfoShare Enhancement

The Collections section is requesting several modifications to InfoShare and the Collection ePortal to streamline workflow for their section and outside clients and to facilitate better communication to the clients. The modifications will include the ability to initiate bulk creation and printing of letters on the application and ePortal (client side). In addition, the Collections Section needs to capture at least two email addresses on the client profile screen in order to contact the system administrator for system issues when the contact person differs from the letter contact person. Another effort to improve efficiency is to modify the system to provide the ability to mass prefill the client responses on the ePortal and the Attorney General's recommendations on the application. These updates are required on each debtor's records.

7.3.3.3 Initiative 3

Remote video testimony

The NC Crime Lab personnel want the ability to deliver expert witness testimony via exceptional telepresence for subpoenaed court cases. Further, Session Law 2014-119 Section 8(a) authorizes remote testimony for forensic and chemical analysts. The equipment should be easy to setup, administer and use. The quality and reliability of the video, audio, panning, display of documents (evidence) projected to and from the courtroom are what will make this remote video conferencing witness testimony a success for the users.

Utilizing a viable tool such as video conferencing solutions allows two way communications between personnel of the NC Crime Lab as witnesses for testimony in district AOC court cases, which would eliminate the costs in transportation and housing, reduce unnecessary traveling and risks, speed the adjudication process, provide efficiency for scheduling resources, and allow the saved time for the forensic scientists to be used for their case work instead.

Budget cuts over the last several years, expansion of case loads, less time and personnel for case work, and court decisions that require forensic expert testimony to be available for

criminal court hearings, have increased the time demands and decreased the availability of resources of the NC Crime Lab personnel for those in-person court appearances.

These goals reflect the technology steps planned for NCDOJ. The planning process will include the Administrative Office of the Courts as they plan for IT adjustments needed in relevant courtrooms.

7.4 GOAL 4

Privacy and Security

The Information Technology Division will ensure the privacy, integrity, reliability and appropriate use of information resources.

7.4.1 Strategy 1

Incorporate best practices in regards to how systems, data, & information are accessed.

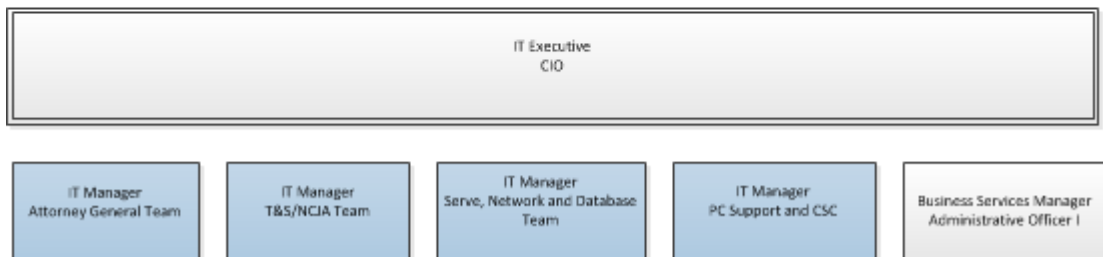
7.4.1.1 Initiative 1

Storage and archive of electronic information

The amount of electronic information stored and managed by the Department of Justice continues to increase in service to the citizens of North Carolina. This initiative is founded on the need to provide guidance to Department of Justice employees on the resources that are currently available and begin a review of storage and collaboration technologies that can address and manage this growth over the long term. The flexibility of emerging storage as a service or cloud storage in addition to local storage resources may have an impact on how our electronic information is accessed and managed.

8 IT ORGANIZATIONAL STRUCTURE

NC Department of Justice
Information Technology Division
Organizational Chart



9 ADDITIONAL AGENCY REQUIREMENTS

9.1 INNOVATIVE FUNDING SOLUTIONS

9.2 OPPORTUNITIES FOR STATEWIDE INITIATIVES

Appendix A: List of Major IT Projects

This purpose of this section is to provide list of major IT projects and applications (>\$250,000) that are in progress or planned in this biennium. The table below maps each project to overall goals and strategies.

Project Name	Short Description	Related Goals and Objectives	Summary of Anticipated Benefits	Approximate Timeframe
NCIA Campus Portal	This project will provide a virtual platform to provide law enforcement training for other state government organizations to all NC law enforcement officers statewide by establishing a single secure portal for these officers to access their training, transcripts, and credential information.	The NCIA Campus Portal System will be a vendor-hosted solution (software as a service (SaaS)) and covers seven Categories: 1. Registration 2. Course Management 3. Student Records 4. Facility Management 5. Bookstore 6. Library 7. Administration	Approximately \$9.8M per year in avoided costs and monetary benefits	End 3/3/1/2015

Project Name	Short Description	Related Goals and Objectives	Summary of Anticipated Benefits	Approximate Timeframe

End of document